

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

M.J. Kavanagh Editor
Marshall Sashkin Associate Editor
Jack Duffy Assistant Editor and Business Manager

Topical Editors
Tove Hammer **Jim Sharf**
Gary Latham

President
Paul Thayer
 Psychology Department
 N. C. State University
 Raleigh, N.C. 27607

Secretary-Treasurer
Mary L. Tenopir
 A T & T
 295 N. Maple Ave.,
 Room 6126G2
 Basking Ridge, N.J. 07920

The *Industrial-Organizational Psychologist* is published four times yearly (February 1, May 1, August 1, and November 1) by the Division of Industrial-Organizational Psychology, American Psychological Association. The editorial office is located at the School of Management, SUNY-Binghamton, Binghamton, NY 13901. Published by the Cayuga Press, Inc., Ithaca, NY. Inquiries regarding advertising should be directed to M. J. Kavanagh, School of Management, SUNY-Binghamton, Binghamton, NY 13901.

Address changes should be directed to APA Circulation Offices, 1200 Seventeenth St., N.W., Washington, D.C. 20036. Subscriptions are included with membership in the Division. TIP circulation is approximately 3000 which includes the membership of the Division, leaders in the industrial and academic communities, APA officers and board members, presidents of APA divisions, Editors of APA newsletters, graduate students in industrial-organizational psychology, and to libraries and graduate schools.

Opinions expressed are those of the writers and do not necessarily reflect the official positions of the Division of Industrial-Organizational Psychology unless so stated.

TABLE OF CONTENTS

| | |
|-----------------------------------|----|
| President's Message | 3 |
| Teaching Conference | 4 |
| Small Group Discussions | 5 |
| In-Basket TIPBITS | 6 |
| I/O Psychology in the Sahel | 10 |
| Convention Program | 13 |
| Employee-Owned Firms | 30 |
| Continuing Education | 32 |
| Committee Reports | 35 |
| Oh, D. | 36 |

An insurance ad written specially for psychologists.

If you're a member of the American Psychological Association, you have an opportunity to get special group-rate savings on any of four insurance plans: Life Insurance, Major Medical, Income Protection, and Accident and Travel Protection.

The Life Insurance Plan offers up to \$80,000 coverage for you and your family, at low-cost term rates.

The Major Medical Plan

offers protection up to \$250,000 — subject to policy restrictions, limitations, and co-insurance provisions.

The Income Protection Plan provides for continuing income if you become disabled through accident or illness.

The Accident and Travel Plan covers you 24 hours a day, at work, at home, or away — for both accidental death and dismemberment.

And a coupon only a psychologist can use.

Mr. Harold Belcher, Administrator
 APA Insurance Plans
 Liberty Mutual Insurance Company
 175 Berkeley Street
 Boston, Massachusetts 02117

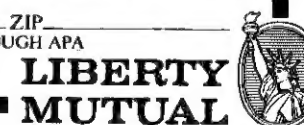
Please send me more information about the following plans:
☐ Life Insurance ☐ Major Medical ☐ Income Protection
☐ Accident and Travel

NAME _____

ADDRESS _____

ZIP _____

DO YOU HAVE OTHER INSURANCE THROUGH APA WITH LIBERTY? YES _____ NO _____



Liberty Mutual Insurance Company • Boston
 Liberty Life Assurance Company of Boston

TIP BECOMES COMMERCIAL

TIP, as most of you know, is an excellent source of information concerning I/O psychology and recent developments in the field. Because of this, **TIP** has received (and continues to receive) numerous requests for individual copies from persons who are not members of Division 14. This list has grown to approximately 500 persons. Division 14's policy has been to send free copies in order to promote I/O psychology and membership in Division 14.

However, as you must realize, the administrative burden of a mailing list of this size creates many additional hours for the editor. In order to better deal with this problem and to systematize circulation, the following proposal was passed by the Executive Committee of Division 14 during its Winter meeting: "Only Division 14 members, associates, newsletter editors, and academic departments (upon request) will receive **TIP** without charge. All others will be charged \$7.00 per volume. Psychology departments and Schools of Business requesting **TIP** for their students will receive it free, with the limit to any unit being 15 copies."

Anyone who is presently receiving **TIP** and does not meet the above criteria for a free subscription will not receive **TIP** beyond the August 1977 issue. If you wish to continue to receive **TIP** on a subscription basis, please complete the form below, send it with the first year payment to: **Michael J. Kavanagh, School of Management, SUNY-Binghamton, Binghamton, NY 13901.**

If you are a member or associate of Division 14, do not complete the form below — you receive **TIP** as part of your Division membership.

If you are a student, ask your department head to request **TIP** from the editor.

TO: Michael J. Kavanagh, EDITOR
The Industrial-Organizational Psychologist
School of Management
SUNY-Binghamton
Binghamton, NY 13901

Please enter my subscription for **The Industrial-Organizational Psychologist**. My payment of \$7.00 for the next volume is enclosed.

signature

Please print

Name _____

Address _____

Zip Code _____

PRESIDENT'S MESSAGE

by Paul Thayer

As noted by my predecessors, the pace of divisional activities seems to get faster each year. 1976-77 has been no exception. This has been a year of reaction, proaction and consolidation.

As to the last, an ad hoc committee of the four most recent presidents (**Porter, Grant, Fleishman and Guion**) was appointed to review the committee structure of the division. Such a review had not been conducted in several years and there was increasing concern about possible overlaps or gaps in our working structure. Although no drastic changes seem to be needed, some minor tuning seems appropriate. One example is the proposed ByLaw amendment mailed to you in June to be voted on at the San Francisco Business Meeting. The ad hoc committee and the Executive Committee see a need for the quick response mechanism embodied in that amendment. Please give it serious thought as we will vote on it at APA in August.

The Long Range Planning Committee made up of the President-Elect and the three Members at Large (**John and Dick Campbell, Virginia Schein and Art MacKinney**) has been taking an extended look at structural and functional issues. It will continue to anticipate issues, set new goals and examine the divisional structural fit so that we can act rather than react.

While we study our own structure, we are increasingly concerned with the changes which may occur in APA's. **Milt Hakel**, as retiring Representative to Council, conducted a background study of the various proposals for reorganization, federation or maintaining the status quo so that your Executive Committee could be better prepared to take a position when the issue reaches a head. As a result, your officers are ready to assess new information as it arrives and will be prepared to act in a timely fashion.

Continuing in this proactive mode, **Irv Goldstein** and his Education and Training Committee have developed a draft plan for individualized continuing education programs which will be submitted to APA. It attempts to broaden what may be a restricted health-provider-oriented model. Our activities in this area assured us of representation on one of the committees working on APA plans.

Similarly, **Tom Tice** headed a subcommittee of **George Hollenbeck's** Professional Affairs Committee to produce a draft of I/O Standards for Providers of Psychological Services, rather than wait to comment on a set which was to be drafted by APA's COSPOPS. Reaction from COSPOPS to this draft has been most positive.

Activities such as the two described immediately above represent a continuation of our determination to affect APA as well as be affected. As an extension of that I wrote **Ted Blau**, current APA president expressing concern over the composition of APA Boards and Committees and offering Division 14 assistance in restructuring the procedures used in appointing members. His response indicated interest. Similarly, I received Executive Committee support in contacting presidents of divisions whose membership consists of at least 15 percent Division 14 members suggesting liaison on scientific and professional issues being raised by APA. Formal committee linkages are being created with divisions 5, 13, 19, 21 and 23.

These are just a few of the many important activities this year. Space prevents mention of the work of **Paul Sparks' Ad Hoc Committee on Legal Issues**, the work of **Joel Lefkowitz's Public Relations Committee**, **Bill McClelland's Fellowship Committee**, **Bill Cayley's Membership Committee**, **Tom Jeswald's Public Policy and Social Issues Committee**, **Tom Bouchard's Scientific Affairs Committee**, and **Pat Dyer's Committee on Committees**. The excellent work of **Larry Bollinger's Workshop Committee** and **Stan Acker's Program Committee** will be apparent to all who go to San Francisco. **Mike Kavanagh's** excellent work with **TIP** is in your hands.

We all owe a great deal to our hard-working colleagues, including our hard-working secretary-treasurer, **Mary Tenopir**, and our Representatives to Council (**Kitty Katzell, Mike Beer, Bob Carlson and Frank Friedlander**.) I thank them for all of us.

FOURTH ANNUAL ORGANIZATIONAL BEHAVIOR TEACHING CONFERENCE

by Marshall Sashkin

Over 125 persons attended the fourth O. B. Teaching Conference, May 16 to 18 in Toronto. The conference is an outgrowth of the efforts of an informal dedicated group of O. B. teachers/researchers. The first two conferences were held in Berkeley at UCB and Dallas at SMU and were "by invitation". These meetings were relatively small, productive, and enjoyable; thus, the organizers decided to try an open meeting for the third conference, at Harvard in May of 1976. Attendance was about 150, for a program of varied workshops, presentations, and unstructured discussion time. (Many of the presentations are summarized in recent issues of *The Teaching of Organization Behavior*, founded in 1975 by Dave Bradford.) After the surprise attendance last year, Harvey Kolodny was ready for the stampede.

The conference was planned and hosted by seven Ontario institutions: University of Toronto, York University, University of Western Ontario, McMaster University, Queen's University, University of Waterloo, and the Ontario Institute for Studies in Education.

Two dozen workshop meetings and four major formal presentations insured a variety of activities. Examples of the rich workshop schedule included: Jim Waters, Henry Mintzberg, and Walter Balke on a team-taught integrative MBA course; Peter Vaill on involving learners in data collection and analysis; Roy Lewicki on power, conflict and negotiation; Don Bowen and Fran Hall on teaching cases experientially; Warner Woodworth on teaching organization design; Eric Neilson on the development of the class as a learning group; and Ron Burke on teaching quality of work life. In addition, Bob House gave a presentation on how to design experimental exercises; Mike McCaskey and Allan Cohen showed critical incident videotapes of actual teacher-student classroom interactions, Bill Scott (of Indiana University) outlined his behavioristically-based approach to teaching O. B.; and Karl Weick spoke on how to teach creative idea generation.

The extreme diversity of attendees made for lively interaction. There were, for example, some in the audience who rebelled at House's attempt to structure experiential learning, preferring the "let's see what happens and then let's try to understand it" approach. On the other hand, some would not come near experiential learning, insisting on the overriding import of conceptualization.

The variety of activities, along with the locale, made the conference a most pleasurable occasion. A full report, as well as the major presentations and summaries of many of the workshops, will appear in *The Teaching of Organization Behavior* (subscriptions are \$5 for 1975 and 1976, \$7.50 for 1977; write to David L. Bradford, O. B. Teaching Journal, Graduate School of Business, Stanford University, Stanford, CA 94305).

OPEN FORUM

Division 14's APA Open Forum is scheduled for Saturday, August 27, at 10 A.M. in Elizabethan A/B, the St. Francis. This is one major opportunity for members' input and questions to the executive committee. In general, the focus will be on educational and professional issues (e.g. continuing education requirements, professional schools of psychology, standards for providers of psychological services, etc.).

SMALL GROUP DISCUSSIONS AT SAN FRANCISCO

by John R. Hinrichs

Again this year the Program Committee will sponsor a series of small group discussions as a supplement to the regular Division 14 program at APA.

These sessions are designed as informal give and take discussions about specific topical areas. The discussion leaders have not been asked to prepare formal presentations. Instead, they will merely define the general discussion area, encourage participation, and serve as a resource person. It's a great opportunity to share ideas with others who have similar interests, and perhaps to generate some new insights.

The sessions will be kept small so that everyone can participate. Admission will be on a first come first served basis and will be limited to twenty persons. Doors will be closed and no further participants admitted once the first twenty chairs are filled, so be prompt.

Six sessions have been scheduled over Friday, Sunday, and Monday of the convention. All discussion sessions will be held in the Division 14 Headquarters room in the San Francisco Hilton. The schedule is:

Friday, Aug. 26, 9-11 am. **Mike Kavanagh**, State University of New York at Binghamton.

How can TIP be most responsive to the needs and desires of Division 14 membership.

Friday, Aug. 26, 2-4 pm. **Gary Latham**, University of Washington, and **Gary Yukl**, State University of New York at Albany

Application of goal setting procedures in field settings.

Sunday, Aug. 28, 9-11 am. (Sponsored by Education and Training Committee, Div. 14) **David E. Clement**, University of South Florida and **William E. Jaynes**, Oklahoma State University

Future job opportunities for I/O graduates: Where will they be and what special training will they require?

Sunday, Aug. 28, 2-4 pm. **William W. Ruch**, Psychological Services, Inc.

The current state of affairs with regard to the psychological and legal enforcement aspects of Title VII and the Guidelines.

Monday, Aug. 29, 9-11 am. **Jeanne B. Herman**, School of Management, Northwestern University, and **Stephen B. Goldberg**, School of Law, Northwestern university

The I/O Psychologist and union organizing campaigns: What can the I/O Psychologist tell employers and unions about the susceptibility of employees to unionization, and what can we tell the National Labor Relations Board about its regulation of union organizing campaigns.

Monday, Aug. 29, 2-4 pm. **Jerry Peters**, Signetics Corp.

An organization development dilemma: refreezing and holding organizational changes in place until new explicit directions for change can be decided upon.

In-Basket TIPBITS

by Mike Kavanagh

Changed jobs? Moved to a better neighborhood? On the lam? Send all address changes to: APA Circulation Offices, 1200 Seventeenth St., N. W. Washington, D. C. 20036. **TIP** does not maintain an address file, thus, sending an address change to **TIP** is equivalent to filing it under "Research To Be Written."

Don Grant sent the following belated note to **TIP**: "**Don Grant** retired from A T & T at the end of last year and immediately became Professor of Psychology and Chairman of the Measurement and Human Differences Program at the University of Georgia (Athens, GA 30602), where, despite the change of address, he continues to receive and enjoy **TIP**. Miracles do happen!" Obviously, Don sent his address change to APA.

Speaking of moves, **Bernie Bass** will be joining the School of Management, SUNY-Binghamton, as a Leading Professor of Organizational Behavior. Bernie has informed **TIP** that he is hoping to integrate business policy and OD in research and education at his new position. Bernie, who is Chairperson of the Division of Organizational Psychology of IAAP, will be joining **Pete Weissenberg**, Secretary-Treasurer and Newsletter Editor of IAAP, **Bill Whittaker**, **Jack Duffy**, and, of course, yours truly. What a crew!

Another crew member (talk about transition!), **Marshall Sashkin**, has been appointed Consulting Editor for University Associates Publishers. Must be his experience on **TIP**.

Late Entry in the "Name That Column" Contest - **Larry Williams** suggested the following handles: **TIPoffs**, **Explained Variance**, **TIPbits** (a repeater), and **Pieces of Fourteen**. Sorry Larry, contest is over - **BUT** be alert for the next one.

Terry Mitchell has informed **TIP** that he will be writing the 1979 Annual Review article overviewing the field of Organizational Behavior. He would like to invite people to send him copies of their works that are "In Press" on the following topics: Motivation, Leadership, Small Group Dynamics, and Decision Making. Terry's address is Department of Psychology, N125, University of Washington, Seattle, WA 98195.

Another request for materials - **Sam Dubin** is preparing a monograph on Educational Need Assessment in a variety of settings (industry, schools, hospitals, etc.). Industrial organizations willing to have their materials on Educational Need Assessment referenced in, discussed, or used as illustrative material should send copies of their reports and instruments. Especially welcomed are theoretical aspects of needs, models, innovative methodologies, evaluation studies, and uniquely designed instruments. Sam's address is Department of Planning Studies, The Pennsylvania State University, 215 Grange Building, University Park, PA 16802. As a footnote, Sam was recently appointed to a Steering Committee of the National Science Foundation dealing with the Continuing Education of Scientists and Engineers. **Irv Goldstein**, E & T Chair, should take note. Sam should note the statement from the E & T Committee on Individual Continuing Education Plans elsewhere in this issue.

Jeanne Herman has sent the following extremely important item: "The academic research coalition which **Mike Beer** mentioned in his report from Council (**TIP**, 5/77) has come into being. That coalition's interest in reorganizing APA has been institutionalized by an ad hoc committee of APA's Board of Scientific Affairs. One of the goals of the ad hoc committee is to keep academic and research psychologists in APA by making APA responsive to their needs. The ad hoc committee is soliciting ideas from APA members and potential members about restructuring APA itself as well as the convention. Any Division 14 member is welcome to write **Robert Lowman**, Board of Scientific Affairs, American Psychological Association, 1200 Seventeenth St., N. W., Washington, D. C. 20036.

Retirements in the news - **Tom Harrell**, Stanford University, has reached compulsory retirement. He will continue his research program, with **Margaret Strong Harrell**, investigating manager development. A grant from the General Electric Company runs from September 1977 through August 1978. Tom will also be a Visiting Professor of Organizational Behavior and Administration at the Southern Methodist University School of Business Administration in the Fall semester of 1977. **Ernie McCormick**, Purdue University, retired at the end of June 1977 as Professor Emeritus. Ernie wrote **TIP** "I expect to keep my finger in the book writing business, and to continue as President of PAQ Services, Inc., but do not propose that these activities will prevent whatever traveling, loafing, or engaging in other kinds of non-productive activities that I would like to be doing." Is that a prescription for sanity for new Ph.D.s, Ernie?

News from England - **Donald E. Super**, Visiting Fellow of Wolfson College, Cambridge University, Cambridge, England, for three years, is also serving as part-time Professeur Invite in industrial psychology at the Institut de Psychologie of the Universite Rene Descartes (the old Sorbonne) Paris. His full-time appointment in Cambridge, supported by a special grant from the Leverhulme Trust, is as Honorary Director and Senior Fellow for Research in the recently founded National Institute for Careers Education and Counselling.

Harry Levinson sent **TIP** a note from him and **Doug Bray**, both of whom are members of the Board of Trustees of ABPP, urging all industrial/organizational psychologists to apply for ABPP certification. They feel many I/O psychologists would qualify, but have not applied. With the growing concern with Continuing Education and licensing, it would seem that certification by ABPP would be to the advantage of many I/O psychologists. Interested persons should write to Harry at: The Levinson Institute, Inc., Box 95, Cambridge, MA 02138.

More mobility news - **George Graen** will be joining the faculty of the College of Business Administration of the University of Cincinnati this Fall as Head of a newly created Department of Organizational Behavior. Another Business School sees the light! George will be joining **Caroline Boyer**, **Bill Kearney**, **Des Martin**, **Tom Taber**, and **Steve Green**, with the charge to build the department into a "center of excellence." **MOVE 2: Dennis Groner**, formerly at the Xerox Corp., has accepted a position as Associate Director in the Corporate Educational Planning group at Prudential. His new address is: 213 Washington Street, Newark, NJ 07101, (201) 877-7616. At Prudential, he will be working on a corporation-wide study of training needs and training effectiveness. Did you send this address change to APA, Dennis? **MOVE 3: Effective June 1, 1977, Stan Acker** began to branch away from Olin Corp., and enter private consulting. While continuing with Olin part-time, he is working with other clients on a variety of I/O projects. While we are at it, *beaucoup* thanks and congrats on a really fine convention program for San Francisco.

I/O types in the D. C. area - **David Herold** will be in town and is looking for (inter)action. He will be spending a year on an AACSB Federal Faculty Fellowship with the Services Analysis Branch of the National Institute on Alcohol Abuse and Alcoholism. His phone number is (301) 443-4983.

John Hesson, recently appointed Associate Professor of I/O Psychology at Metropolitan State College in Denver, Colorado, has just been named Associate Editor of **Intellect Magazine** and welcomes brief articles about psychology. He will provide author's guidelines on request. His address is Department of Psychology, Metropolitan State College, 1006 11th Street, Denver, CO, 80204.

Alan Hundert sent **TIP** the following interesting TIPBIT. On June 2nd, he was the guest speaker at graduation ceremonies for the Quincy College Management Development Institute in Quincy, Illinois. The Institute is a joint venture between Quincy College and eight local industries to provide continuing education for people in full time employment. The curriculum covers the major business functions in a highly applied way. Further information on this program is available from Alan at: Colt Industries, Inc., 430 Park Avenue, New York, NY 10022.

Speaking of educational programs, **Hy Meltzer** informed **TIP** that a new interdisciplinary Ph.D. has just been approved at Washington University. Developed jointly with **Walt Nord**, the program is in Organizational Behavior, but independent of either psychology or business; and is an area of Liberal Arts and Sciences in itself. From the description of the program, its objective "is to provide high quality doctoral training in the interdisciplinary field of Organizational Behavior. The objective is to link the efforts of scholars who study individual behavior in organizations, behavior problems in complex social systems, organizational theory, organizational diagnosis, political aspects of organizations, quantitative approaches to organizational behavior, and organizational change and motivation. More details on the program are available from: **M. Meltzer, Department of Psychology, Washington University, St. Louis, MO 63130.**

Gerrit Wolf, who moved from Yale's Psychology Department to Georgia Tech's Management College last Fall as Full Professor, sent **TIP** the following developments at Tech. **Bill Schiemann**, Ph.D. under **George Graen** at Illinois and this year's S. Rains Wallace Dissertation Award winner, accepted a position starting September 1977 as Assistant professor. Also joining the faculty as an Assistant Professor this Fall is **Ed Conlon**, who completed his Ph.D. with **Paul Goodman** at Carnegie Mellon. **Milt Blood** is actively running Metropolitan Atlanta Applied Social Scientists among other things, while **Jerry Day** has become full-time Associate Academic Dean of the Masters and Undergraduate Programs. Thanks for the news **Gerrit**.

A Quail Roost in North Carolina? Such was my question, prompting a letter to **Arie Lewin**, hoping the second "o" was an "a" and I could go to a barbeque. However, **Arie** informed **TIP** that the event was a conference on Organization Design. The TIMS College of Organizations organizes workshops on Organization Design every nine months, meeting 2 or 3 days and limited to an invited group of 35 speakers and discussants. **Arie** states: "We are interested in organizing a more permanent across-discipline grouping of individuals and organizations interested in the problems of organizational design... Participation in the workshops is not limited to members of TIMS." Anyone interested, write **Arie** at: Graduate School of Business, Duke University, Durham, NC 27706.

Most letters to the editor praise the high quality of **TIP** and the enjoyment of reading it. Keep it up, our (the editors) egos need the reinforcement - Is that OK, behaviorists of Division 14?

While praising **TIP**, **Harry Loveless** informed us that he is Chairman of the Delaware Board of Examiners of Psychologists, having been appointed initially in 1971 and reappointed in 1973 and 1976. Any relation to Linda, Harry?

Brenda Gurel is busy! She receives four copies of **TIP**. According to her calculations: one as member of Division 14, one because she is on the staff at at APA Central Office, one because she was Newsletter Editor for Division 18 (Psychologists in Public Service), and one because she has just become the President-elect of Division 18. In addition to reading **TIP** four times, **Brenda** is Secretary to the Ethics Committee of APA and informed **TIP** that the revision of the Ethical Standards has been published and is available in small pamphlet form. Finally, in response to **TIP's** request for Division 14 members participations in APA Convention events outside of 14's program, **Brenda** is involved in four other activities - see "additional program events" at the end of Division 14's program in this issue. Whew!!

Address changes again. **Gerald Ferris** relocated a year ago and has had little luck in getting his address. If you have already written to APA Circulation, then let me know, **Gerry**. In addition, **Gerry** wrote that the Institute for Personality and Ability Testing, Champaign, Illinois, has recently expanded and added the Organizational Research Division. Anyone interested in more information

about this division should contact **Gerry** at: IPAT, 1602 Coronado Drive, Champaign, IL 61820.

Any In - Basket **TIPBITS** - moves, promotions, appointments, disappointments, humor - Send them to **Mike Kavanagh, School of Management, SUNY-Binghamton, Binghamton, NY 13901.** Deadline for November issue is September 15, 1977.

LEGISLATION AND LICENSING — ABSTRACTED COMMENTS

- The Committee on State Legislation (COSL) finished work on a draft revision of the "Model for State Legislation Affecting the Practice of Psychology". The revision goes to the Board of Directors and Council of Representatives for final review. This revision is basically consistent with past Models. (**Causerie**, Newsletter from the executive officer and central office staff to members of the APA Governance Structure; Vol. 1, No. 1, April, 1977).
- The Pennsylvania Psychological Association makes explicit a focus on continuing education at its annual meetings by awarding letters stating clock hours of attendance. This procedure awards one-half a "continuing education unit" (CEU) for such attendance. At the September 1976 American Association of State Psychology Boards meeting the hottest topic discussed concerned rules and regulations for licensing. Although Psychology licensing laws and rules are relatively new and varied, there are attempts being made to get more common bases for licensing throughout the U.S.A. Common concepts for rules have been developed by AASPB. Continuing education and credentialing for continuing education were important topics also discussed at the AASPB meeting. A National Council on Accreditation is being considered. (**Pennsylvania Psychologist**; Vol. 36, No. 4, Winter 1976-77).
- Licensing is a "hot" issue in Wisconsin, too. Last December a special committee (of the State Assembly) on Occupational Licensing met for public hearings. No actions were taken, although the chairperson, State Representative **John O. Norquist**, offered a formal proposal to make 60 graduate hours (content unspecified) the equivalent of a doctoral degree in psychology. The WPA is also active in continuing education, with two recent workshops, one on management problems for private practitioners and one on competency evaluation. WPA recently instituted a divisional structure, with two divisions - Clinical/Consulting and Industrial and Organizational/Consulting. (**Wisconsin Psychologist**; Vol. 20, Winter Issue, March, 1977).
- The Continuing Education (CE) Committee of the Ohio Psychological Association is gathering data on CE activities of members through a one-year questionnaire study. Aims include the establishment of a base rate for 1975-1976 CE activities and the development of more accurate measures. **Law Affecting Ohio Psychology** by **James Webb** and **Henry Saeman**, is a new basic reference source for Ohio, Federal, and other state laws providing for legal recognition of the psychological profession. Included are sections on corporate practice, continuing education, and licensing. Copies are available for \$13.75 (including shipping) from Ohio Psychology Publishing, P.O. Box 631, Worthington, OH 43085. (**Ohio Psychologist**, Vol. 23, No. 2, January, 1977).

I/O Psychology in the Sahel

by Frederic R. Wickert

As everyone doesn't seem to know, the Sahel is a part of the third world in such trouble that the helping feelings of the western industrialized nations have been piqued to the point of an almost incredible amount of action. More specifically, the Sahel is the southern fringe of the Sahara, and, as everyone does seem to know, the Sahara is relentlessly, inexorably creeping southward and reducing significantly the livable area of our planet. A massive, cross-national effort (six to ten billion dollars worth) seems to be getting underway for some of the more affluent sectors of mankind co-operatively to combat the threat of the Sahara's expansion. The well-publicized recent drouth in the Sahel has more or less temporarily ended, but who knows when the next one will hit?

What has I/O Psychology to do with this vast program? One of several obvious keys to its success is people development and change. I/O psychologists could possibly apply and at the same time enrich their science and skills through helping the rural peoples in the Sahel change their agricultural practices to minimize environmental damage and increase productivity. Governments, international technical assistance operations such as the United Nations, World Bank, U. S. Agency for International Development, the Club des Amis du Sahel, and regional associations of Sahel countries are experimenting with programs to change rural behaviors. At the same time, or even to begin with, these agencies are also attempting to develop the administrators and trainers who deal with the largely agricultural inhabitants. For I/O psychology, the greatest opportunity may lie in working with administrators and trainers rather than directly with rural people. However, as we all now know, we must take a systems view and consider all system components. Of course it is people in administrative and training roles with whom we are most ac-

customed to dealing. Further, the technical assistance agencies must spend their money and try to create change in the rural people's behavior through the local administrators. The better the administrators presumably are the more effective the programs will be.

Here is where I came in. The U. S. department of State sent me to the Sahel for the months of January, February, and March 1977. In each country I did what I could in the short time available (usually 3 to 4 weeks in a country) to learn about administrative life (I found that French administration was highly theoretical and difficult to relate to everyday practice and consisted mostly of accounting, law, and organization charts and no organization behavior as we know it), and then design and carry through a program in training appropriate groups of administrators and future administrators in appropriate I/O Psychology and Management.

In my first country, Chad, I worked with the most advanced university class of future public administrators and an evening group of mixed public, public corporation, and private sector administrators including the mayor of the capital and largest city of the country.

In Upper Volta, the second country, the groups were: (1) a class of about 30 students in the National School of Administration; half the 30 were experienced and identified as highly promotable civil servants and half recent carefully selected university graduates, all of whom had been through a three to seven year training and education program and were to become middle-level government officials a week after I had finished with them; and (2) experienced administrators in one of the country's largest banks (banks play an important role in country development through the kinds of loans they make). I was told in Upper Volta that my courses were the first manage-

ment courses ever taught in that country; there had been isolated lectures from time to time, but that was all.

In Mali (the country where Timbuktu happens to be) I not only taught two levels of students in the National School of Administration (the nearest thing to a university since Mali does not yet have a university), but carried through a course of training trainers of trainers for public corporations (private corporations exist mostly on a small scale).

In my programs in these organizations I generally used up until then completely unknown experience-based methods. Especially useful was the well-known exercise, Organizational Design: one-way vs. two-way communication (#27 in Tim Hall et. al.'s **Experiences in Management and Organizational Behavior** and used some time ago in other parts of Africa (anglophone rather than francophone). See Nylen et al. **Handbook of Staff Development and Human Relations Training: Materials Developed for Use in Africa.**) Another great exercise was an adaptation of N.R.F. Maier's *The Storm Windows*: a role play (#18 in the Hall et al. book); storm windows are obviously unknown in the Sahel but an appropriate seasonal task turned out to be moving the lumber on a construction site from outdoors to indoors at the start of the rainy season. Another highly appropriate yet rather long and detailed role play exercise involved getting the administrative (legal and accounting) people and the substantive program development people (community developers, agricultural experts, etc.) all engaged in trying to implement a typical rural

development project, to work together via Blake and Mouton (inter-group sensitivity training techniques instead of subtly undermining each others' efforts).

Some changes had to be made in the exercises to fit conditions in the different countries, but on the whole it was possible to further sharpen exercises as I tried them out in one country to the next. Word also went from one country to the next that I would be coming. Such eagerness for this kind of instruction is hard to imagine here in the U.S. where we are so accustomed to it. Usually no grading was necessary. People were so fascinated with having their minds opened to these new and different approaches. Another surprising and encouraging facet of the trainee groups was the substantial proportion of women members. The cultures of these countries have strong Moslem influences, but such influences are evidently no longer strong enough to keep women out of joining significant societal activities.

It is obvious that I could no more than scratch the surface in the short time I had. It is also obvious that many more of us in I/O psychology and the human side of management could get involved. The needs are endless. I keep getting letters asking when I'm coming back.

One rub: in the Sahel all communication must be carried on in French. French is their door to the outside world. Any U.S. citizen with the French and the I/O Psychology and/or Management who's interested, let me know and I'll see what I can do to get you there.

CONFUSED?

"The ideas of current psychology and the words in which they find expression are still, in very large measure, an affair of tradition and compromise; and even if a writer has fought through to clarity, - past experience forbids me to hope that: but even if one had, - a book meant for beginners may not be too consistently radical; some touch must be maintained with the past, and some too with the multifarious trends of the present." Edward Bradford Titchener, *A Beginner's Psychology*, The Macmillan Company, 1915.

SAN FRANCISCO CONVENTION PROGRAM

by Stanley R. Acker

The Division 14 Convention Program has been approved by A.P.A. and is ready to roll at 9:00 a.m. on Friday, August 26. A.P.A. constraints on the Program Committee were similar to last year's and scheduling was not an easy matter. We were required to have a minimum of 7 hours and a maximum of 8 hours of substantive programming each day. In addition, we have co-sponsored programs with other Divisions and we have scheduled the usual sequence of invited addresses, the business meeting and the Division social hour. We have been assigned the Whitney Room in the San Francisco Hilton as our Division 14 Headquarters Room. We will again have informal group discussions there.

As usual, we have tried our best to avoid conflicts in the schedule, but with the number of hours up this year it is impossible. Several shifts dictated by A.P.A. increased the number of concurrent sessions. Nonetheless we hope that everyone will find more than enough sessions of interest to make each day exciting and informative.

In this issue of TIP is the complete Division 14 convention program. We are required to inform you that the A.P.A. Convention Program is the only official and final schedule; ours, however, is recommended as a good, unofficial substitute.

You will also find the small group discussions scheduled for the Whitney Room unofficially listed here; we are not permitted to list them in the official program.

While we hope each session will have broad appeal, we want to call your attention to presentations by two of our invited speakers who are not A.P.A. members. One of these is Professor James O'Toole from the Center for Futures Research at the University of Southern California. His topic, Prospect of Futures Research: A Futures Orientation for Industrial Psychologists, promises to support the theme of non-traditional settings and methodologies recommended by the Long Range Planning Committee. Based on his writings in the areas of underutilization of employees, the energy challenge and the world food problem, among others, he can be expected to provide a wealth of stimulating ideas for those in our field.

The other outside speaker is General John Johns speaking on Organizational Effectiveness in the U.S. Army: Starting a New Era. He, too, promises to offer new information and new perspectives for our Division.

As always, the Program Committee is most interested in the reactions of the membership to the program. Your response will help next year's Chairperson in meeting the goal of constant improvement. See you in San Francisco!

DIVISION 13 SEEKS NEW MEMBERS

The Division of Consulting Psychology (Division 13), APA, seeks members of fellows from this division who spend a significant percentage of their professional work time providing consultation in one or more areas of expertise. If you work as a consulting psychologist to individuals or organizations, providing specialized technical assistance with regard to the psychological aspects of their work, we invite you to join Division 13. Information regarding application or acceptance as a member or as a fellow (there is no associate membership in the division) can be obtained from: Dr. Carl Morgan, University of Kansas Medical Center, 39th and Rainbow Boulevard, Kansas City, Kansas 66103

CONVENTION PROGRAM*

DIVISION OF INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY AMERICAN PSYCHOLOGICAL ASSOCIATION

PROGRAM COMMITTEE

Stanley R. Acker, Chairman
Virginia Boehm
Lorraine Eyde
W. Clay Hamner, Jr.
John Hinrichs
Richard J. Kilmoski
Jarold R. Niven
Robert C. Pritchard

Fairmont (F)

Hyatt On Union Square (H)

Saint Francis (SF)

San Francisco Hilton (SFH)

Friday, August 26 — Tuesday, August 30, 1977

*** This is not the official program.
The APA Convention Program is official.**

FRIDAY MORNING, AUGUST 26

9:00-9:50

PANEL DISCUSSION: CRITERION ISSUES IN ASSESSMENT CENTER VALIDATION (COLONIAL/SF). **James R. Huck**, Wickes Lumber Company, San Diego, California, Chair.
Participants:

Richard J. Klimoski, Ohio State University, Criterion Issues: Some Critical Questions.

Discussants:

Kenneth N. Wexley, University of Akron.

Thomas E. Standing, The Standard Oil Company (Ohio), Cleveland, Ohio.

9:00-11:00

SMALL GROUP DISCUSSION: HOW CAN TIP BE MOST RESPONSIVE TO THE NEEDS AND DESIRES OF DIVISION 14 MEMBERSHIP (WHITNEY/SFA). **M. J. Kavanagh**, SUNY Binghamton, Chair.

???

10:00-10:50

PAPER SESSION: STUDIES IN METHODOLOGY (ELIZABETHANA/B-SF).

Gary B. Brumback, American Institutes for Research, Washington, D.C., Chair.

Peer and Supervision Evaluation of Unionized Skilled Tradesmen's Job Performance. **Paul T. Witt**, Wayne State University, and **Alan R. Bass**, Wayne State University.

Evaluation of an Assessment Classification Model for Industrial Manpower Utilization. **Donald H. Brush**, School of Management, Rensselaer Polytechnic Institute, and **William A. Owens**, Institute for Behavioral Research, University of Georgia.

Using Prior Information to Improve Moderated Regression. **J. Thomas Janz**, Department of Management Sciences, University of Waterloo.

11:00-11:50

INVITED ADDRESS: 1976 CATTELL AWARD WINNER (CALIFORNIA EAST/SF). **George Graen**, University of Illinois, Chair.

Participants:

Frank L. Schmidt, U.S. Civil Service Commission, Washington, D.C., and **John E. Hunter**, Michigan State University. Developing a General Solution to the Problem of Validity Generalization.

???

12:00-12:50

CONVERSATION WITH THE ANNUAL REVIEW AUTHOR (WALNUT/SFH). **William Curtis**, University of Washington, Chair.

Participants:

Abraham K. Korman, Baruch College, City University of New York.

FRIDAY AFTERNOON, AUGUST 26

1:00-2:50

SYMPOSIUM: SEX EFFECTS IN LEADERSHIP AND JOB-RELATED BEHAVIOR: WHAT'S HAPPENING. (CONTINENTAL 4/SFH). **Virginia R. Boehm**, American Telephone and Telegraph Company, Basking Ridge, New Jersey, Chair.

Participants:

Gary N. Powell, School of Business Administration, University of Connecticut. Sex and Sex-Role Identification: Implications for Organizational Research.

D. Anthony Butterfield, School of Business Administration, University of Massachusetts. Evaluation of Leadership Behavior: Do Sex or Androgyny Matter?

Craig Eric Schneier, College of Business and Management, University of Maryland, and **Kathryn M. Bartol**, School of Management, Syracuse University. Characteristics of Male Versus Female Emergent Leaders: An Exploratory Investigation.

Virginia E. O'Leary, Oakland University. Androgynous Man: The "Best of Both Worlds"?

Discussants:

Virginia E. Schein, Wharton School, University of Pennsylvania.

Richard N. Osborn, Department of Administrative Sciences, Southern Illinois University, Carbondale.

2:00-4:00

SMALL GROUP DISCUSSION: APPLICATION OF GOAL SETTING PROCEDURES IN FIELD SETTINGS (WHITNEY/SFH). **Gary Latham**, University of Washington and **Gary Yukl**, SUNY-Albany.

3:00-3:50

SYMPOSIUM: INDUSTRIAL GERONTOLOGICAL PSYCHOLOGY: CURRENT RESEARCH AND ISSUES (ELIZABETHAN D/SF). CO-SPONSORED WITH DIV. 20.

James L. Fozard, VA Outpatient Clinic, Boston, Massachusetts, Chair.

Participants:

Helen C. Siegler, Division of Medical Psychology, Duke University School of Medicine, and **Charles D. Edelman**, Durham, North Carolina. Age Discrimination in Employment: The Implications for Psychologists.

J. Richard Simon, University of Iowa. The Effects of Aging on the Stages of Information Processing.

Harvey L. Sterns, Institute for Life Span Development and Gerontology, University of Akron, **Gerald V. Barrett** and **Ralph Alexander**, University of Akron. Training the Older Adult for Effective Driving Performance.

Samuel Dubin, Department of Planning Studies, The Pennsylvania State University. Learning Model for Updating the Older Technical and Professional Person.

Discussants:

Gerald V. Barrett, University of Akron.

James E. Birren, Andrus Gerontology Center, University of Southern California.

3:00-4:50

SYMPOSIUM: RESEARCH ON UNION/MANAGEMENT ACTIVITY: THEORETICAL MODELS AND EMPIRICAL DATA. (CONTINENTAL 5/SFH).

Charles L. Hulin, University of Illinois, Chair.

Participants:

Charles A. O'Reilly, Graduate School of Management, University of California at Los Angeles. Professional Employees and Decisions to Strike: Testing Three Hypotheses.

Thomas A. Kochan, New York State School of Industrial and Labor Relations at Cornell University. A Theory and Empirical Examination of the Mediation Process.

Jeanne B. Herman, Graduate School of Management, Northwestern University. An Empirical Investigation of Antecedents of Wildcat Strikes.

Discussants:

George Strauss, School of Business Administration, University of California at Berkeley.

4:00-9:50

OUTGOING EXECUTIVE COMMITTEE MEETING (ESSEX/SF).

Paul W. Thayer, North Carolina State University, Chair.

SATURDAY MORNING, AUGUST 27

9:00-9:50

INVITED ADDRESS: 1977 S. RAINS WALLACE DISSERTATION AWARD WINNER (ELIZABETHAN A/B-SF).

Thomas J. Bouchard, Jr., University of Minnesota, Chair.

William A. Schieman, College of Business Administration, University of Iowa. The Nature and Prediction of Organizational Communication.

9:00-9:50

PAPER SESSION: NON-TRADITIONAL APPROACHES AND SETTINGS (ELIZABETHAN D/SF). **Robert S. Billings**, Ohio State University, Chair.

Locus of Control, Leadership Style and Voting in Representation Elections. **Douglas A. Johnson**, North Texas State University.

Edward L. Harrison, College of Business and Management Studies, University of South Alabama, and **Frank M. Rachel**, North Texas State University.

Surveying Workers' Mental Health: Aspirin for a Measurement Headache. **Muhammed Jamal**, Faculty of Commerce and Administration, Concordia University, **J. Thad Barnowe**, Faculty of Commerce and Business Administration, University of British Columbia, and **Vance F. Mitchell**, Faculty of Commerce and Business Administration, University of British Columbia.

Organizational Climate and Injury Rate: A Cross Lagged Panel Design. **Mark S. Sanders**, California State University at Northridge.

10:00-10:50

OPEN FORUM: PROBLEMS PERTAINING TO GRADUATE, PROFESSIONAL AND CONTINUING EDUCATION. (ELIZABETHAN A/B-SF).

John P. Campbell, University of Minnesota, Chair.

11:00-11:50

INVITED ADDRESS: PROSPECTS FOR FUTURE RESEARCH: A FUTURES ORIENTATION FOR INDUSTRIAL PSYCHOLOGISTS-(CONTINENTAL 4/SFH). **Don Mankin**, Studies of the Future Program, University of Houston at Clear Lake City, Chair.

Participants:

James O'Toole, Center for Futures Research, University of Southern California. Prospects for Futures Research. A Futures Orientation for Industrial Psychologists.

11:00-11:50

SYMPOSIUM: MILITARY UNIONIZATION (BUTRON ROOM/H). CO-SPONSORED WITH DIV. 19

T. Roger Manley, Air Force Institute of Technology, Wright-Patterson AFB, Ohio, Chair.

Participants:

Charles W. McNichols, **G. C. Saul Young**, and **Michael J. Stahl**, Air Force Institute of Technology, Wright-Patterson AFB, Ohio. Military Unionization: Empirical Research Findings.

William J. Taylor, Department of Social Sciences, U. S. Military Academy, New York. Military Unionization: Insights from European Military Unions.

Laurie A. Broedling, Naval Personnel Research and Development Center, San Diego, California. Military Unionization: Industrial Democracy and the Military.

338
11:00-12:50

SYMPOSIUM: EXECUTIVE STRESS IN BUSINESS AND INDUSTRY: CURRENT PERSPECTIVES AND AMELIORATION. (TERRACE ROOM/F). CO-SPONSORED WITH DIV. 13.

Erwin S. Stanton, E. S. Stanton and Associates, Inc., New York, Chair.

Participants:

Harry Levinson, The Levinson Institute, Cambridge, Massachusetts. The Abrasive Personality.

Alan A. McLean, I.B.M. Corporation, New York and Cornell University Medical College. Context, Vulnerability and Specific Stressors in Executive Stress.

Robert F. Pearce, School of Management, Boston University. Managers' Perceptions of their Career Pressures, Stresses and Crises.

Discussant:

Herbert H. Meyer, University of South Florida.

SATURDAY AFTERNOON, AUGUST 27

12:00-2:50

ROUND TABLE: THE TEST ON TRIAL: ACQUITTAL, INDICTMENT OR HUNG JURY (COLONIAL/SFH).

Robert Perloff, Graduate School of Business, University of Pittsburgh, Moderator.

Jenne K. Britell, Special Assistant, Office of the President, Educational Testing Service, Princeton, N.J.

Robert D. Dugan, Director, Evaluation & Personnel Services, International Telephone and Telegraph Corp., N.Y.

Ronald Edmonds, Director, Center for Urban Studies, Graduate School of Education, Harvard University.

David A. Goslin, Executive Director, Assembly of Behavioral & Social Sciences, National Academy of Sciences.

Asa G. Hilliard, Dean, School of Education, San Francisco State University.

Roger T. Lennon, Senior Vice President, Harcourt, Brace, Jovanovich, Inc.

Wilbert J. McKeachie, Director, Center for Research, Learning & Teaching, University of Michigan.

Bruce Dennis Sales, Director, Law-Psychology Graduate Training Program, University of Nebraska-Lincoln.

William W. Turnbull, President, Educational Testing Service.

PAPER SESSION: FIELD STUDIES OF MOTIVATION (CONTINENTAL 8/9 - SFH). **Howard M. Weiss**, Purdue University, Chair.

Extrinsic Rewards, Personal Causality, Feelings of Competence and Intrinsic Motivation. **Cynthia D. Fisher**, Purdue University, **Robert D. Pritchard**, Purdue University, and **Daniel R. Ilgen**, Purdue University.

Performance Standards and Implicit Goal Setting: Field Testing Locke's Assumption. **Steven L. Dockstader**, Navy Personnel Research and Development Center, San Diego, California.

Evaluating Comparison Standards of Employees Regarding Equity in Employment Exchanges. **James R. Beatty**, Department of Management, San Diego State University, and **George Trenton Rhyne**, Houston, Texas.

SYMPOSIUM: TOWARD A RECONCEPTUALIZATION OF RESEARCH. (CALIFORNIA WEST/SF). **Bernard M. Bass**, University of Rochester, Chair.

Participants:

Mark Van De Vall, Department of Sociology, State University of New York at Buffalo, and **Cheryl Bolas**, Department of Sociology, State University of New York at Buffalo. Policy Research and the Values of Discipline Research.

Frank Friedlander, Department of Organizational Behavior, Case Western Reserve University. Alternative Modes of Inquiry.

Louis R. Pondy, College of Commerce, University of Illinois. Theories of Extreme Cases.

Karl E. Weick, Cornell University. Generalist Psychology: Tools for Contextual Inquiry.

Fred Massarik, Graduate School of Management, University of California at Los Angeles. The Science of Perceiving: Some Requirements for an Empirical Phenomenology.

William R. Torbert, Harvard University, Toward a New Model of Social Science Based on Collaborative Inquiry.

Discussants:

Peter Vail, School of Government and Business, George Washington University.

1:00-2:50

SYMPOSIUM: NAVY SHIPS AS OPEN SYSTEMS (SAN MIGUEL RM/H). CO-SPONSORED WITH DIV. 19. **James K. Arima**, Operations Research and Behavioral Science, Naval Post Graduate School, Monterey, California, Chair.

Participants:

James M. LaRocco, Navy Health Research Center, San Diego, California. Applicability of Social Systems Model to Navy Ships.

Kent S. Crawford and **Edmund D. Thomas**, Navy Personnel Research and Development Center, San Diego, California. Inter- and Intraship Variability in Perceived Organizational Climate, and Relationship Between Structural Factors and Organizational Conditions.

Jerome L. Franklin, Institute For Social Research, University of Michigan, and **John A. Drexler**, Battelle Human Affairs Research Center, Seattle, Washington. Organizational Conditions as Predictors of Unit-Level Effectiveness.

Carson K. Eoyang, Navy Post Graduate School, Monterey, California. Multiorganization Research in the Navy: Future Directions.

Discussants:

Lawrence R. James, Institute for Behavioral Research, Texas Christian University, Fort Worth, Texas.

Paul D. Nelson, Naval Medical Research Division Command, National Naval Medical Center, Bethesda, Maryland.

3:00-3:50

DIVISION 14 BUSINESS MEETING (CONTINENTAL 5/SFH). **Paul W. Thayer**, North Carolina State University, Chair.

4:00-4:50

PRESIDENTIAL ADDRESS (CONTINENTAL 5/SFH). **John P. Campbell**, University of Minnesota, Chair.

Paul W. Thayer, North Carolina State University. Some Things Old, Some Things New.

5:00

SOCIAL HOUR (CONTINENTAL 4/SFH)

SUNDAY MORNING, AUGUST 28

9:00-9:50

SYMPOSIUM: HUMANIZING ORGANIZATIONAL BEHAVIOR IN A NEW ECONOMIC WORLD ORDER (VENETIAN ROOM/F). CO-SPONSORED WITH DIV. 13.

H. Meltzer, Washington University, St. Louis, Mo., Chair.

Participants:

Jeffrey Pfeffer, University of California, Berkeley. Job Design, Quality of Work Life, and Organizational Development: Friend or Foe?

CONVENTION PROGRAM SCHEDULE

| | FRIDAY AUGUST 26 | | SATURDAY AUGUST 27 | | SUNDAY AUGUST 28 | | MONDAY AUGUST 29 | | TUESDAY AUGUST 30 | | |
|----------------------|--|---|--|---|--|--|--|---|--|---|--|
| 9:00 to 9:50 | Panel Discussion: Criterion Issues In Assessment Center Validation. Huck, Klimoski, Wexley Standing. Colonial, SF. | Small Group Discussion: How Can TIP Be Most Re- sponsive To the Needs and Desires of Division 14 Member- ship. Kavanagh, Whitney, SFH. | Invited Address: 1977 S. Rains Wallace Dissertation Award Winner. Bouchard, Schiemann, Elizabethan A/B, SF. | Paper Session: Non- Traditional Approaches and Settings. Billings, Johnson, Harrison, Rachel, Jamal, Bamowe, Mitchell, Sanders. Elizabethan D, SF. | Symposium: Humanizing Organiza- tional Be- havior in a New Eco- nomic World Order (with Div. 13). Melt- zer, Pfeffer, Stagner, Massarik, Deutsch, Nord. Vene- tian Room, F. | Symposium: Employment Tests: Free- dom of What In- formation? Whose Right to Know? Ofsanko, Bray, Goodman, Guion, Roskind, Marr, Williams. Continental 4, SFH. | Small Group Discussion: Future Job Opportunities for I/O Grad- uates: Where Will They Be and What Special Training Will They Require? Clement, Jaynes, Whitney, SFH. | Incoming Executive Committee Meeting. Campbell, Essex, SF. Note: Meeting Begins at 8:00 a.m. | Paper Ses- sion: Studies of Minority and Sex Differences. Oliver, Murphy, Adams, Arvey, Passino, Lounsbury, Elizabethan D, SF. | Small Group Dis- cussion The I/O Psychologist and Union Organizing Campaigns. Herman, Goldberg, Whitney, SFH. | Symposium: The Early Identification of Man- agement Talent: In- dustrial and Academic Perspectives. Steger, Brush, Schoenfeldt, Hundert, Owens, Taylor California East, SF. |
| 10:00 to 10:50 | Paper Session: Studies In Methodology. Brumback, Witt, Bass, Brush, Owens, Janz, Elizabethan A/B, SF. | | Open Forum: Problems Pertaining to Graduate, Professional, and Continuing Education. Campbell. Elizabeth A/B, SF. | | | | | | | | |
| 11:00 to 11:50 | Invited Address: 1976 Cattell Award Winner. Graen, Schmidt. California East, SF. | | Invited Address: Prospects for Future Re- search: A Fu- tures Ori- entation for In- dustrial Psy- chologists. Mankin, O'Toole. Continental 4, SFH. | Symposium: Military Unionization. (W/Div. 19). Manley, McNichols, Young, Stahl, Taylor, Broedling, Burton. Room, H. | Symposium: Executive Stress In Business and Industry: Current Per- spectives and Amelioration. (with Div. 13) Stanton, Levinson, McLean, Pearse, Meyer. Terrace Room, F. | Invited Address: Organizational Effectiveness in the U.S. Army: Starting a New Era. Cummings, John. Continental 6, SFH. | | | | | Symposium: Alternative Choices In Job- Related Police Examining: What Is Correct? Gorham, Thornton, Rosenfeld, Eyde, Primoff, Hardt, Gulon, Alvares, Humphreys, Hunt. Continental 5, SFH. |
| 12:00 to 12:50 | Conversation with the Annual Review Author. Curtis, Korman. Walnut, SFH. | | Round Table: The Test on Trial: Acquittal, Indictment or Hung Jury. Perloff,, Britell, Dugan, Edmonds, Goslin, Hilliard, Lennon, McKeachie, Sales, Turnbull. Colonial, SFH. | | | Division 14 Conversation Contact Hour. Porter. Teakwood Suite, SFH. | | Debate: The Role of the I/O Psy- chologist In Industry Today. Porter, Lawler, Smith. Continental 6, SFH. | | | |
| 1:00 to 1:50 | Symposium: Sex Effects In Leader- ship and Job-Related Behavior: What's Happening. Boehm, Powell, Butterfield, Schneller, Bartol, O'Leary, Schein, Osborn. Continental 4, SFH | Small Group Discussion: Application of Goal Setting Procedures In Field Settings. Latham, Yuki, Whitney, SFH | | Paper Session: Field Studies of Motiva- tion. Weiss, Fisher, Pritchard, Ilgen, Dock- strader, Beatty, Rhyne. Continental 8/9, SFH. | Symposium: Toward a Recon- ceptualiza- tion of Research. Bass, Vail, Bolas, Friedlan- der, Pondy, Weick, Massarik, Torbert, Vail. California West, SF. | Symposium: Navy Ships as Open Systems (w/Div. 19). Arima, LaRocco, Crawford, Thomas, Franklin, Drexler, Eoyang, James, Nelson. San Miguel Room, H. | Symposium: An Assessment Center for Mid- Career and Middle Life (with Div. 20). MacKinnon, Bray, Howard, Kat- kovsky, Rychlak, Levinson. Con- tinental 4, SFH. | Symposium: Central Issues in the Editorial Process: Dis- cussion With the Editors. Klim- oski, Pritchard, Campbell, Cum- mings, Hakel, Naylor, Weick. Elizabethan A/B, SF. | | Symposium: Using Sur- veys In Applied Settings. Wollowick, McDonald, Sparks, Novak, Taylor. Continental 5, SFH. | Symposium: Alcoholism and Career Develop- ment. Rosen- berg, Reichman, Levy, Or- vaschel, Herrington. Elizabethan D, SF. |
| 2:00 to 2:50 | | | | | | | | | | | |
| 3:00 to 3:50 | Symposium: Industrial Geronto- logical Psychology: Current Research and Issues. (W/Div 20) Elizabethan D, SF. | Symposium: Research on Union- Manage- ment Ac- tivity: Theoretical Models and Empirical Data. Hulin, O'Reilly, Kochan, Herman, Strauss. Continental 5, SFH | | Division 14 Business Meeting. Thayer. Continental 5, SFH. | | Tutorial: Path Analysis: Longi- tudinal Studies and Causal Analy- sis In Program Evaluation. Schmidt, Hun- ter. California East, SF. | | Symposium: Federal Govern- ment Intervention In Psychological Testing: The Tester's Re- sponse. Albright, Bemis, Sparks, Berner, Rose, Schwartz. Con- tinental 6, SFH. | Small Group Discussion: An Organization Development Dilemma. Peters. Whitney, SFH. | | Symposium: A Closer Look At Per- formance Appraisal Through Behavioral Expectation Scales. Zedick, Borman, Beatty, Scheier, Bernardin, Smith, Blood. Continental 5, SFH |
| 4:00 to 4:50 | Outgoing Executive Committee Meeting. Thayer Essex, SF. (to 8.50 p.m.) | | | Division 14 Presidential Address. Campbell, Thayer. Continental 5, SFH. | | | | | | | |
| 5:00 and later | | | | Division 14 Social Hour. Continental 4, SFH. | | | | | | | |

Ross Stagner, Wayne State University, Detroit, Michigan - Motivation Theory, the Affluent Society, and the Problem of Humanizing the Organization.

Fred Massarik, University of California, Los Angeles. Applying Behavioral Science in Orient and Occident: Paradigm, Practice and Prospects in Humanistic Organizational Psychology (Nearly) Everywhere.

Martin Deutsch, New York University, New York, N.Y. A Skeptical Look at Humanizing Organizational Behavior in a New Economic World Order.

Discussant:

Walter Nord, Washington University, St. Louis, Mo.

9:00-10:50

SYMPOSIUM: EMPLOYMENT TESTS: FREEDOM OF WHAT INFORMATION? WHOSE RIGHT TO KNOW? (CONTINENTAL 4/SFH)

Frank J. Ofsanko, Southern California Edison Company, Rosemead, California, Chair.

Participants:

Douglas W. Bray, American Telephone and Telegraph Company, Basking Ridge, New Jersey. Ethical Considerations in the Disclosure of Personnel Test Results.

Carl F. Goodman, U.S. Civil Service Commission, Washington, D.C. Federal Legislation and Regulations Relevant to Test Confidentiality.

Robert M. Guion, Bowling Green University. Confidentiality and the Validities of Test Score Interpretations.

William L. Roskind, Detroit Edison, Detroit, Michigan. Practical Considerations Regarding Test Information Disclosure.

Discussants:

Cecil W. Marr, City of Los Angeles, Los Angeles, California.
E. Belvin Williams, Educational Testing Service, Princeton, New Jersey.

9:00-11:00

SMALL GROUP DISCUSSION: FUTURE JOB OPPORTUNITIES FOR I/O GRADUATES: WHERE WILL THEY BE AND WHAT SPECIAL TRAINING WILL THEY REQUIRE? (WHITNEY/SFH). (Sponsored by the Education & Training Committee, Div. 14) **David E. Clement**, University of South Florida and **William E. Jaynes**, Oklahoma State.

11:00-11:50

INVITED ADDRESS: ORGANIZATIONAL EFFECTIVENESS IN THE U.S. ARMY: STARTING A NEW ERA (CONTINENTAL 6/SFH). **Larry L. Cummings**, Graduate School of Business, University of Wisconsin at Madison, Chair.

Participants:

General John Johns, 1st Infantry Division, Ft. Riley, Kansas. Organizational Effectiveness in the U.S. Army: Starting a New Era.

SUNDAY AFTERNOON, AUGUST 28

12:00-12:50

CONSERVATION CONTACT HOUR, DIVISION 14 (TEAKWOOD SUITE/SFH). **Lyman W. Porter**, University of California at Irvine.

1:00-2:50

SYMPOSIUM: AN ASSESSMENT CENTER FOR MID-CAREER AND MIDDLE LIFE. (CONTINENTAL 4/SFH). CO-SPONSORED WITH DIV. 20. **Donald W. MacKinnon**, Institute of Personality Assessment and Research, University of California at Berkeley, Chair.

Douglas W. Bray, American Telephone and Telegraph Company, Basking Ridge, New Jersey. Dimensions and Group Techniques.

Walter Katkovsky, Northern Illinois University. Preliminary Projective Test Findings.

Joseph F. Rychlak, Purdue University. Predictions for Individuals.

Discussants:

Harry Levinson, Levinson Institute, Cambridge, Massachusetts.

2:00-4:00

SMALL GROUP DISCUSSION: THE CURRENT STATE OF AFFAIRS WITH REGARD TO THE PSYCHOLOGICAL AND LEGAL ENFORCEMENT ASPECTS OF TITLE VII AND THE GUIDELINES (WHITNEY/SFH). **William W. Ruch**, Psychological Services, Inc.

3:00-4:50

TUTORIAL (CALIFORNIA EAST/SF). **Frank L. Schmidt**, Civil Service Commission, Washington, D. C., Chair.

Participants:

John E. Hunter, Michigan State University. Path Analysis: Longitudinal Studies and Causal Analysis in Program Evaluation.

MONDAY MORNING, AUGUST 29

8:00-11:50

INCOMING EXECUTIVE COMMITTEE MEETING (ESSEX/SF). **John P. Campbell**, University of Minnesota, Chair.

9:00-9:50

PAPER SESSION: STUDIES OF MINORITY AND SEX DIFFERENCES (ELIZABETHAN D/SF). **Adela Oliver**, Metropolitan Life Insurance Company, New York, N.Y., Chair.

Ambiguity, Sex, Cognitive Complexity: Effects Upon Treatment of Subordinate Personnel. **Lois K. Murphy**, University of Hawaii.

Minority Supervisors and Subordinate Responses. **Edward F. Adams**, University of Illinois.

Sex Effects in Job Analysis Procedure. **Richard D. Arvey**, Department of Industrial Management, University of Tennessee, and **John Lounsbury**, Department of Industrial Management, University of Tennessee.

9:00 - 11:00

SMALL GROUP DISCUSSION: THE I/O PSYCHOLOGIST AND UNION ORGANIZING CAMPAIGNS: WHAT CAN THE I/O PSYCHOLOGIST TELL EMPLOYERS AND UNIONS ABOUT THE SUSCEPTIBILITY OF EMPLOYEES TO UNIONIZATION, AND WHAT CAN WE TELL THE NATIONAL LABOR RELATIONS BOARD ABOUT ITS REGULATION OF UNION ORGANIZING CAMPAIGNS (WHITNEY/SFH). **Jeanne B. Herman** and **Stephen B. Goldberg**, Northwestern University (School of Management and Law School, respectively).

10:00 - 11:50

PANEL DISCUSSION: CURRENT ISSUES AND PERSPECTIVES IN ORGANIZATIONAL CLIMATE RESEARCH (CONTINENTAL 5/SFH). **Edward E. Lawler, III**, Institute for Social Research, University of Michigan, Chair/Moderator.

Participants:

David G. Bowers, Institute for Social Research, University of Michigan.

John A. Drexler, Jr., Battelle Memorial Institute, Seattle, Washington.

Lawrence R. James, Institute of Behavioral Research, Texas Christian University.

Allan P. Jones, Naval Health Research Center, San Diego, California.

Benjamin Schneider, University of Maryland.

John W. Slocum, Jr., Department of Management Sciences and Organizational Behavior, Pennsylvania State University.

MONDAY AFTERNOON, AUGUST 29

12:00 - 12:50

DEBATE: THE ROLE OF THE I/O PSYCHOLOGIST IN INDUSTRY TODAY. (CONTINENTAL 6/SFH). **Lyman W. Porter**, Graduate School of Administration, University of California at Irvine, Chair.

Participants:

Edward E. Lawler, III, Institute for Social Research, University of Michigan. Industrial/Organizational Psychologist: Whose Servant?

Frank J. Smith, Sears Roebuck and Company, Chicago, Illinois. A Possible Contribution Would be to Leave the Customer Alone.

1:00 - 2:50

SYMPOSIUM: CENTRAL ISSUES IN THE EDITORIAL PROCESS: DISCUSSION WITH THE EDITORS (ELIZABETHAN A/B-SF).

Richard J. Klimoski, Ohio State University, Chair.

Participants:

Robert D. Pritchard, Purdue University, Interviewer.

John P. Campbell, University of Minnesota, Editor, Journal of Applied Psychology.

Larry L. Cummings, Graduate School of Business, University of Wisconsin at Madison, Editor, Academy of Management Journal.

Milton D. Hakel, Ohio State University, Editor, Personnel Psychology.

James C. Naylor, Purdue University, Editor, Organizational Behavior and Human Performance.

Karl E. Weick, Graduate School of Business and Public Administration, Cornell University, Editor, Administrative Science Quarterly.

2:00 - 4:00

SMALL GROUP DISCUSSION: AN ORGANIZATION DEVELOPMENT DILEMMA (WHITNEY/SFH). **Jerry Peters**, Signetics Corporation, Sunnyvale, CA.

3:00 - 4:50

SYMPOSIUM: FEDERAL GOVERNMENT INTERVENTION IN PSYCHOLOGICAL TESTING: THE TESTER'S RESPONSE. (CONTINENTAL 6/SFH). **Lewis E. Albright**, Kaiser Aluminum and Chemical Corporation, Oakland, California, Chair.

Participants:

Stephen E. Bemis, The Edgar D. Mitchell Corporation, Washington, D.C., and **C. Paul Sparks**, Exxon Company, U.S.A., Houston, Texas. Response from the Public Sector.

C. Paul Sparks, Exxon Company U.S.A., Houston, Texas. Response from the Private Sector.

John Berner, The Selection Consulting Center, Sacramento, California. Licensing and Certification Boards' Response.

Discussants:

David L. Rose, U.S. Department of Justice, Washington, D.C.

Donald J. Schwartz, U.S. Department of Labor, Washington, D.C.

TUESDAY MORNING, AUGUST 30

9:00 - 10:50

SYMPOSIUM: THE EARLY IDENTIFICATION OF MANAGEMENT TALENT: INDUSTRIAL AND ACADEMIC PERSPECTIVES (CALIFORNIA EAST/SF). **Joseph A. Steger**, School of Management, Rensselaer Polytechnic Institute, Chair.

Participants:

Donald H. Brush, School of Management, Rensselaer Polytechnic Institute. A Strategy for the Assessment of Management Potential.

Lyle F. Schoenfeldt, School of Management, Rensselaer Polytechnic Institute. A Longitudinal Study of Management Potential.

Alan T. Hundert, Colt Industries, Inc., New York, N.Y. Initial Predictive Validity of the Early Identification of Management Talent.

Discussants:

William A. Owens, Institute for Behavioral Research, University of Georgia.

L. Rogers Taylor, State Farm Insurance Companies, Bloomington, Illinois.

???

11:00-12:50

SYMPOSIUM: ALTERNATIVE CHOICES IN JOB-RELATED POLICE EXAMINING: WHAT IS CORRECT? (CONTINENTAL 5/SFH) **William A. Gorham**, Personnel Research and Development Center, U.S. Civil Service Commission, Chair.

Participants:

Richard F. Thornton, Educational Testing Service, Princeton, New Jersey, and **Michael Rosenfeld**, Educational Testing Service, Princeton, New Jersey. Demonstrating Validity for a Multi-jurisdiction Police Test: A Mixed Model.

Lorraine D. Eyde, Personnel Research and Development Center, U.S. Civil Service Commission, **Ernest S. Primoff**, U.S. Civil Service Commission, and **Robert H. Hardt**, School of Criminal Justice, State University of New York/Albany. Contributions of the Job Element Method to Police Examining.

Robert M. Guion, Bowling Green State University, and **Kenneth M. Alvares**, Bowling Green State University. An Assessment Center Approach to Police Selection.

Discussants:

Lloyd G. Humphreys, University of Illinois. Discussant from Standpoint of Professional Standards.

A. Thomas Hunt, Center for Law in the Public Interest, Los Angeles, California. Discussant from the Standpoint of Case Law.

TUESDAY AFTERNOON, AUGUST 30

1:00-1:50

SYMPOSIUM: USING SURVEYS IN APPLIED SETTINGS (CONTINENTAL 5/SFH) **Herbert B. Wollowick**, Chase Manhattan Bank, New York, N.Y., Chair.

Participants:

Blair W. McDonald, Citibank, New York, N.Y. New Insights into Attitudes and Norms. The Mayflower Group.

Paul C. Sparks, Exxon Company U.S.A., Houston, Texas. Factor Analysis to Aid Opinion Survey Interpretation.

Jan Novak, Metropolitan Life Insurance Company, New York, N.Y. A Case Study of Successful Organization Change Through Attitude Surveys.

L. Rogers Taylor, State Farm Insurance Company, Bloomington, Illinois. Role of the Professional in Applied Survey Research.

1:00-1:50

SYMPOSIUM: ALCOHOLISM AND CAREER DEVELOPMENT (ELIZABETHAN D/SF) **Nathan Rosenberg**, National Institute on Alcohol Abuse and Alcoholism, Rockville, Maryland, Chair.

Participants:

Walter Reichman, Baruch College. Alcoholism and Career Development: A framework for Theory and Research.

Marguerite Levy, Greater Patterson Community Mental Health Center, Brooklyn, New York. Congruence between Personality and Job Characteristics in Alcoholics and Non-Alcoholics.

2:00-3:50

Helen Orvaschel, Department of Human Genetics, Yale University. Differences in the Career Development of Alcoholic and Non-Alcoholic subjects.

Stephen Herrington, Fashion Institute of Technology, State University of New York at New York. Work Behavior Patterns of Alcoholics.

SYMPOSIUM: A CLOSER LOOK AT PERFORMANCE APPRAISAL THROUGH BEHAVIORAL EXPECTATION SCALES (CONTINENTAL 5/SFH) **Sheldon Zedeck**, University of California at Berkeley, Chair.

Participants:

Walter C. Borman, Personnel Decisions Research Institute, Minneapolis, Minnesota. Individual Difference Correlates of Rating Accuracy Using Behavior Scales.

Richard W. Beatty, College of Business, University of Colorado. Behavior-Based vs. Effectiveness-Based Performance Appraisals.

Craig E. Schneier, College of Business and Management, University of Maryland. A Cognitive Reinterpretation of the Utility of Behavioral Expectation Scales.

H. John Bernardin, Old Dominion University. The Impact of Role Perception on Performance Appraisal.

Discussants:

Patricia Smith, Bowling Green State University.

Milton Blood, College of Industrial Management, Georgia Institute of Technology.

Additional Program Events of Interests

The following events involve Division 14 members who responded to our request relative to events outside of 14's program in the last issue of **TIP**.

Brenda Gurel is involved in the following events:

1. She is chairing the Presidential Address of Division 18. **Bernard Saper**, Florida International University, is speaking on "Principles of Public Service: A Guide for the Beleaguered," at the Garden Room, Fairmont, Saturday, Aug. 27, 2-2:50 pm.

2. She is chairing a session for Division 18 on Sunday, Aug. 28, 2 - 2:50 pm., Golden Empire Room, Mark Hopkins. Another Division 14 member, **Gary Brumback**, will give an invited address entitled "Dynamics of Crisis in Homicides, Robberies, and Burglaries."

3. She is Chairing a symposium sponsored by APA's Committee on Scientific and Professional Ethics and Conduct on Aug. 26, 1-2:50 pm., Hunt Room, Fairmont. The title is "Contemporary Ethical Issues and the Revised Ethical Standards of Psychologists," featuring: **Douglas Bray** ("Must Psychologists Advertise?"); **R. Kirkland Schwitzgebel** ("The Use of Psychological Devices"); **Patricia Keith-Spiegel** ("The 'Sick Doctor' Dilemma"); and **Carolyn R. Payton** ("Sexual Intimacies Revisited"); Aug. 26, 1-2:50 pm.

4. She is participating in a panel discussion on Monday, Aug. 29, 1-3:50 pm., in the Cirque Room, Fairmont, entitled "Continuing Education: What is It? Who needs It? (sponsored by Division 31). This is a hot one for Division 14 members.

Laurie Broedling will be making the following two Division 19 presentations:

(1) "An OD Effort with Civilians in the Navy" Sunday, Aug. 28th, at the Hyatt on a panel from 12:00 to 12:50.

(2) "Relationship of the Industrial Democracy Movement to the Unionization of the U.S Armed Forces" Saturday, Aug. 27th, at the Hyatt on a panel from 11:00 to 11:50.

B. von Haller Gilmer (Div. 14 Fellow) will chair a symposium at APA August 27, 1:25-50, California Room of Fairmont. The symposium is sponsored by Divisions 34 and 8.

Title of Session:

Contribution of environmental psychology to architectural design

Papers presented by:

- A. Schiftenbauer and R. Luscomb (Virginia Tech) "Effects of high density living: Crowding or lack of space?"
- R. S. Schivo (Wellesley College) "Home environments and evaluation of architectural features."
- E. S. Geller, W. Braster, and M. Mann (Virginia Tech) "Trash can design: A determinant of litter-related behavior."
- E. Sundstrom and D. Kamp (University of Tennessee) "Crowding in work-spaces: Architectural correlates of satisfaction and performance."
- E. R. Ostrander (Cornell University) "Translating behavioral data for design applications: Problems and solutions."

David C. Munz will be presenting a paper in a Division 2 symposium, "Evaluative-Applied Psychology... A New Career Alternative." His paper is entitled "Graduate Training in Evaluation and Applied Psychology: A Growth Area?"

Thanks to all who let us know this information. TIP hopes it will enrich your convention.

AN OUTCOME OF THE TECHNICAL ASSISTANCE PROGRAM: OPPORTUNITIES FOR PROVIDING CONSULTATION TO SCHOOL DISTRICTS

By Tom Jeswald

Division 14's Technical Assistance Program (TAP), conducted by the Public Policy and Social Issues Committee, is expected to generate some demand for I/O psychological services on the part of public school districts. In TAP, a pilot assessment center was designed and implemented for selecting principals and assistant principals. The project was conducted through the National Association of Secondary School Principals (NASSP) and directly benefitted two school districts. The Committee is now withdrawing from the project, according to plan. Meanwhile, NASSP is continuing to publicize TAP and advantages of the assessment center approach to administrative staff selection and development.

NASSP representatives have asked for assistance in identifying Division 14 members who may provide consulting services in assessment center design and operation. Their wish is to make such information available to individual school districts upon request. Ideally, they would like to be able to make a local referral for a district in any region of the nation. This, then, is a solicitation for members who feel they have the competence and interest to provide the services described. Names of persons who so identify themselves will be compiled and sent to NASSP without comment. Interested members should write before 9/1/77 to Tom Jeswald, R. R. Donnelley and Sons Company, 2223 South King Drive, Chicago, Illinois 60616.

Hiring mistakes . . . how much does one cost in your organization?



Targeted Selection®



Targeted Selection is an in-house program designed to be run for your managers by your instructors. It is modular and can be custom-designed to fit the selection needs of the using organization.

Targeted Selection is a totally new, legally defensible way to make selection decisions. It is designed to improve hiring accuracy for salespeople, professionals, and management trainees.

Targeted Selection organizes all elements of the selection process into an efficient, consistent system. Accuracy and validity are enhanced through use of multiple interviewers, effective reference checks, and behavioral simulations. Managers trained in Targeted Selection uniformly understand essential target job dimensions, know how to minimize effects of bias and stereotypes, and how to document interviews.

The Targeted Selection training program teaches managers how to:

- focus interviewing questions around key, job-related dimensions
- use past behavior to predict future success rather than play "amateur psychiatrist"
- make the interview more time efficient through advance planning of dimensional questions
- use effective, legally acceptable questioning techniques



Targeted Selection®

For additional information call or write:
DEVELOPMENT DIMENSIONS, INC.
250 Mt. Lebanon Boulevard
Pittsburgh, Pa. 15234
Tel: 412/344-4122

Please send:

☐ Free Catalog

☐ Conference Schedule

☐ Please Contact Me

Name _____

Title _____

Company _____

(Please use full name)

Address _____

City _____

State _____ Zip _____

Tel. No. (_____) _____

(Area Code)

EMPLOYEE-OWNED FIRMS: THE PROBLEMS OF CONVERSION, INDUSTRIAL DEMOCRACY AND ECONOMIC SURVIVAL

by Tove Helland Hammer

In the last years we have seen an uncomfortable rise in unemployment figures throughout the United States with economists, social scientists and politicians alike debating the issues of causes and remedies; in particular the latter. The Quality of Working Life, with autonomous work groups, flexitime, four-day work weeks, redesigns of plant lay-outs and job tasks are a few of the elixirs for sagging economies and industrial conflict. The threat of unemployment as industries curtail their production or close down plants has been a recurrent phenomenon in American Labor History, however. One response to a threatened plant shut-down or massive lay-offs has been the formation by workers of **producers cooperatives**, which are economic firms in industry where the employees commonly own and manage the business.

Producers cooperatives or employee-owned firms is not a new concept among American labor. **Paul Bernstein**, from Irvine, in a recent report from the Work in America Institute, gives a historical account of the formation, success rate and problems among employee-owned companies in the plywood-industry, which is the industry that has had, and still has, a number of successful, high producing cooperatives. In the Industrial and Labor Relations School at Cornell University, we are in the middle of a long range study of recent employee-owned industrial firms, where the employees have come to ownership as a result of corporate divestitures. **William Foote Whyte**, **Samuel Bacharach**, **Tove Helland Hammer**, **Tom Kochran** and **Robert Stern** are working with advanced graduate students under a grant to examine the problems which employees encounter in trying to acquire their own company from a parent corporation (**Hammer & Stern**), to study the process of joint management-employee (including union) and community decision making (**Whyte**, **Richard Long**, **Michael Gurdon** and **Chris Meek**; **Hammer & Stern**), and finally, economic survival and organizational effectiveness. We are studying a number of recent employee acquisitions in Canada and North-America. These firms have been bought through stock sales, and the employees now find themselves in the peculiar position of being owners, employees and union-members.

We have found that once the general euphoria of having managed to acquire a firm slated for shut down or sale dies down, confusion sets in. The management generally does not know how, to what extent, and over what domains, employees should share decision making power. This is a sentiment shared by a large number of employees, who nevertheless, regardless of the issue, feel that they have little control over the way their firms are managed, which gives rise to a growing sense of frustration and latent conflict. Open conflict becomes difficult, because a union member, locked in a traditional classical opposition to management, is now also an owner or co-owner with management. How can one strike against oneself?

The role of the union in an employee owned firm becomes especially interesting, because, as we know from, in particular, the study of European unionism, the unions have either wholeheartedly supported various forms of industrial democracy or worker participation (especially in Sweden) or they have been violently opposed to it (as for example, in Italy). In a time series study, now underway and scheduled to continue into the fall **Hammer & Stern** will look at the union's position in one of the employee-acquired plants where there are two strong local unions, one for production employees and one for office workers.

In only one of the companies under study so far, **Bill Whyte** and **Richard Long** have shown that actual worker control and organizational effectiveness correlate positively. In our other cases under study, economic solvency is the primary concern of a management before any serious power sharing schemes will be put into effect.

The American approach to redundancy, or loss of jobs, which is the use of stock sales in the classical capitalistic mode, stands in stark contrast to the recent British response to threatened lay-offs. **John Hemmingway**, of Nuffield College, Oxford University, in a study of British workers' responses, reports the most frequently used tactic as that of a "sit-in", a phenomenon well known on turbulent American University Campuses in the late 60's and early 70's. Employees simply take over the factory premises, in the hope of forcing an owner to reopen the plant by hindering a sale of the firm or any plant property. The sit-ins vary in duration from a few days to several months and appear to end more often than not in financial losses for the corporation and few job gains for the employees.

Violent worker reactions to adverse conditions are of course nothing new in this country either. **Jeanne Herman** and **Stephen Goldberg** at Northwestern University are in the middle of an exploratory study of the causes of wild-cat strikes in the coal mining industry. They are processing two years of strike report data from about 500 mines, and have surveyed the organizational-structural characteristics of the mines so far. This July they begin an interview phase of their project, intensifying their efforts around miners, local union leaders and managers in four mines in West Virginia.

When it comes to the current issue of American employee-ownership, no ideological foundation but that of economic survival has become apparent. The ideology of industrial democracy, of political power and worker control, and ownership over the means of production in the Marxian tradition is being examined by **Bill Whyte** and **Ana Gutierrez Johnson** in their study of the Mondragon system of industrial production cooperatives in the Basque country of Spain. Further research into worker ownership and participation based on socio-political ideological foundations is underway in Israeli kibbutzim, where the work is carried out by **Samuel Bacharach** and **Yoav Vardi**.

Concepts like participation, industrial democracy, labor-management collaboration are difficult subjects to write about, discuss and research. Clear conceptual definitions are lacking; which helps to further the multiplicity of operational definitions to the point where the label is the same but the actual phenomena under study vary greatly. **H. Peter Dachler** at the University of Maryland is currently working on the problems of defining the construct we are all collecting data on or around. His treatises on the subject are in press awaiting publication. They are well worth reading for all, and especially for those who not only are in the middle of studying the process of democratization but who very soon will commit their data on paper.

ANNOUNCEMENT

Teaching Undergraduate Courses in Adult Development and Aging. This one day pre-APA workshop to be held August 25, 1977 in San Francisco is sponsored by Division 20 (Adult Development and Aging). It is designed to assist academics new to the psychology of aging in the identification of course objectives, text and reference materials, and techniques of student involvement through field and research efforts. Fee: \$30. Registration is limited. For further information contact: Dr. Irene M. Hulicka, Dean of Natural and Social Sciences, State University College at Buffalo, Buffalo, N.Y. 14222. Phone: 716-862-6434.

BUILDING INDIVIDUAL CONTINUING EDUCATION PLANS

by Irwin L. Goldstein

(Ed. note. This statement was approved by the Executive Committee of Division 14 at its June meeting to be sent to the APA Committee on Continuing Education as an illustration of an individual development plan. This will be one of the topics at the Open Forum on Saturday, August 27, 10 a.m., in Elizabethan A/B, the St. Francis.)

Statement of Division 14 Regarding Continuing Education

Introduction

Industrial/Organization psychologists work in a variety of settings, and the nature of the work is typified by changing demands in terms of the assumption of knowledge, skills, and abilities. The knowledge, skills, and abilities required are often in the area of I/O psychology, but as often in areas not specifically related to psychology, but more oriented toward the content of the client, organization, or consumer which the psychologist serves. For example, I/O psychologists are called upon to acquire knowledge in various subject matter areas, and doing so may be essential if the psychologist is to function effectively and professionally.¹

In view of these requirements, it is the policy of the Division of Industrial and Organizational Psychology to encourage I/O psychologists to develop coherent individual C.E. plans tailored to the individual needs. These needs should reflect not only personal development in traditional areas of I/O psychology, but also a responsiveness to organizational needs which often are not in the commonly accepted domain of the discipline of psychology. The acquisition of the required knowledge outside of the discipline is often not possible through formal course work with predetermined C.E. units. Rather, the psychologist may have to do some rather atypical things to prepare for dealing with the realities of the world of work. For example, it may be necessary to review case law in order to become an effective witness; communicate with the deaf using sign language; become trained as an assessor in a live assessment center in order to learn how to develop one; or become a recognized expert in a client's field to have credibility with the client or consumer. Often the I/O psychologist is faced with situations where the need for new knowledge precedes either the formal training available, or a body of literature on which to draw. While it is ordinarily possible to differentiate easily between those types of activities which are done as part of a job and those which would be encompassed in "continuing education", there is no clear line between these, and situations will arise in which the activity could be classified either way. The general policy guidance to help in differentiating is as follows: If the activity is above and beyond typical job expectations and it enriches, extends capability, or expands competence to deal with current or potential consumers, regardless of whether or not the psychologist is supported financially while engaging in the activity, it may be considered to be in the domain of continuing education.

In summary, the development of individual C.E. plans should be based upon an individual's assessment of needs. This assessment should focus on the maintenance of present abilities and the extension of capabilities to enable I/O psychologists to develop appropriate skills and to respond to organizational

requirements to projected consumer needs, and the public interest as reflected in the goals of the profession. The individual assessment approach to C.E. plans is based upon the belief that the rigid prescription of requirements is antithetical to the philosophy of individual differences upon which Division 14 was built. The success of the actual C.E. program will be determined by the quality of this individual needs assessment. Appropriate assessment will lead I/O psychologists to effective decisions on the appropriate choices of subject areas and the methods through which they can continue their development. Materials will be provided by Division 14 to aid in this process. It is expected that individuals will proceed through the following in order to complete their needs assessments.

I. Process of Individual Need Assessment

- A. Review Process — First the I/O psychologist will conduct a review of the demands on his/her professional development as reflected by the following components (Material will be provided by Division 14 to help in this process).
 - a. A review of the present activities and required skills of I/O psychologists.
 - b. An examination of trends and developments likely to affect the psychologist's own activities in the next five years.
 - c. An examination of developments in other areas of psychology and other disciplines related to I/O psychology.
 - d. An analysis of appropriate consumer demands upon I/O psychology.
- B. Applicability — From the analysis conducted in the Review process, the individual I/O psychologist will determine which potential areas of development are applicable.
- C. Self-Analysis — At this stage, the individual will determine by self assessment his/her own strengths and weaknesses and choose on a priority basis which areas to focus upon initially.

II. Development of Continuing Education Plan

- A. Setting Objectives — After the specification of the general areas of interest, the individual will develop specific objectives and a program plan to achieve those objectives. The objectives should be based upon an appropriate time interval (e.g., three years) and should meet the goals of maintenance and extensions of capabilities. Evaluation and monitoring of C.E. plans should be based upon these individual objectives.
- B. Selecting C.E. Activities to Meet Objectives — The justification for the content of a continuing education plan may be similar to the procedures involved in content validity. The sampling of the developmental needs should bear a demonstrable relationship to the samples of activities carried out to meet the needs. Any of the following types of activities may be selected as long as they are consistent with the individual's learning objectives.
 - a. Experiential learning activities — Some of the most valuable learning experiences in newly developing activities (e.g. assessment centers) will fall in this category. The individual is encouraged to examine these types of activities carefully.
 - b. Formal activities including courses, workshops, and post-doctoral institutes.

¹ Examples here include law, finance, management, salesmanship, knowledge of braille, labor relations, etc., etc.

- c. In-service activities including colloquia, symposia, invited speaker sessions, and in-house sessions.
- d. Attendance at state, regional, national and international scientific meetings.
- e. Individualized learning activities including preparation of scientific articles, chapters, books, technical reports, course materials, etc.

Other types of activities designed by the individual are acceptable as long as they are consistent with the learning objectives. The individual will be expected to devote a minimum 40 hours a year (averaged over a 3 year period) beyond the normal functions of his/her job to C.E. activities.

III. Submission of C.E. Plan

A completed plan with objectives, activities and justification will be submitted using a format to be developed. During the three-year period, individuals will have the option to submit adjustments in the plan based upon changes in objectives, new types of activities available, etc.

IV. Initial Approval of the C.E. Plan

A subcommittee of the E&T committee titled the Continuing Education Advisory Council will be appointed by the Executive Committee of Division 14. The membership of the Council will consist of subject matter experts with competencies in the various areas of specialization in I/O psychology. The function of the council will be to provide a capable review of the steps being taken to meet the objectives chosen by I/O psychologists for continuing education work. The Advisory Council will review the plans submitted by I/O psychologists and will provide constructive advice to aid individuals in meeting the objectives set forth in their C.E. plans. The Advisory Council will be responsible for approving C.E. plans, based upon evidence of need assessment and a feasible plan for meeting objectives.

V. Acceptance of Completed C.E. Plans

At the conclusion of each three year period, the Advisory Council will examine documentation in fulfillment of individual C.E. plans. The individual I/O psychologist will be responsible for providing appropriate documentation of the completion of the activities designed to meet the learning objectives originally specified. Upon completion of the program, the individual will submit a written assessment of the value of the activity.

After the documentation is approved, the materials will be transmitted to the American Psychological Association. The American Psychological Association will maintain records and provide documentation to state licensing and certification boards. If any questions arise about the integrity of individually completed plans, the state licensing and certification boards will be responsible for investigating and determining the accuracy of the submitted material.

ANNOUNCEMENT

If you are planning to use a book advertised in **TIP** either in the classroom or for personal use, let the publisher know you saw the advertisement in **TIP**. A short note from a lot of people could greatly enhance **TIP**'s advertising revenue.

LONG RANGE PLANNING

by John Campbell

During the past year, the LPR Committee has been concerned with two principal objectives. First, the basic long-range planning document has been revised and expanded. The major elaborations deal with our increased concern about the potential growth of graduate schools of professional psychology and the possible reorganization of the APA. Copies of the revised report will be available at the **open forum** in San Francisco. It is gratifying that the long-range planning activity continues to have an impact on Division activities. For example, a professional practice award has been implemented, a continuing education plan has been developed, membership recruitment has been intensified, and a major conference on research methods is now in the planning stages. The Committee's second activity deals with ways and means of improving the structure and functioning of the Division Executive Committees. Within APA, Division 14 has a reputation for being aggressive and well-managed. However, the future demands placed on the Division will continue to escalate and it seems prudent to consider how best to organize to meet them.

EDUCATION AND TRAINING COMMITTEE

by Irwin L. Goldstein

During the 1976-77 period, the E and T Committee has been involved in a variety of activities which are likely to impact upon our membership. A description of some of these activities includes the following:

- 1) Continuing Education — the E and T Committee has been providing input to the American Psychological Association Committee on Continuing Education. Our goal is to help in the development of a plan that provides for the needs of I/O psychologists as well as other psychologists in other specialties. Since A.P.A.'s plan has been focusing on a more formal coursework (seminar), The Division 14 E and T Committee has also been working on the design of individual development models for continuing education. This plan is presented in this issue of **T.I.P.** Please send me comments and suggestions. Continuing education will also be one of the discussion topics for the open forum at A.P.A.
- 2) Another matter of concern for Division 14 is the post doctoral placement of industrial/organizational graduates. To begin discussion of this topic, **Dave Clement** and **Bill Jaynes** of the E and T Committee have organized a small group discussion for the A.P.A. meetings. An announcement and short discussion of the agenda for this meeting can be found elsewhere in this issue of **T.I.P.**
- 3) **John Larsen** has completed and mailed out a complete revision of the education and training program questionnaire. The questionnaire is designed to provide graduate program information about I/O programs in psychology departments and in business schools. We hope to have the complete graduate survey ready for publication in early Fall.
- 4) The E and T Committee has expressed concern about the lack of I/O program activity at the regional psychological association meetings. Considering the large number of excellent programs which must be turned away at A.P.A. because of time limitations, it is clear that there should be more than enough high quality presentations available for presentation at the regional meetings. Also, continuing education needs will soon require an increase in the number of programs available to meet the demands of I/O psychologists. Thus, the E and T committee is beginning to work with regional associations to increase the program time available for I/O programs.

OH, D...!

by Marshall Sashkin

Where Do I Go To Find Out More About...

On occasion I've heard the abbreviation for organization development used as an epithet, but more often people wonder how it is that I work with drug addicts when I'm in the management department. Frequently, students ask how to learn more about OD and/or how to get into the field. I usually suggest that the student read a short overview book (like Bennis' 1969 Addison-Wesley paperback or French & Bell's 1971 Prentice-Hall text), and give the inquirer a few article reprints. For those seriously interested, I provide what information I can about training programs. Finally, my best advice is to read, take a course, and if at all possible become an "apprentice" to an OD practitioner. The best information sources for aspiring OD practitioners, teachers, and researchers are the four major national OD organizations described below.

The oldest and largest OD practitioners' organization is the **OD Network** (Tony Petrella, Executive Director; 1011 Park Ave., Plainfield, NJ 07060). The OD Network was formerly linked with NTL, and its founders and original supporters were NTL staff and associates. In 1975 formal ties with NTL were severed; the ODN is an independent non-profit corporation. It started in 1964, with a couple dozen "internal" change agents who formed the "Industrial Network." Soon after, as the term "organization development" caught on, the members realized that they were OD practitioners and the name was changed. For several years, the ODN has sponsored twice-yearly national meetings in the spring and the fall. There are currently over 1000 members, some 400 of whom attend the meetings. While the majority of members are OD practitioners who are employed full-time within organizations, a substantial proportion of the membership is academically based. A quarterly newsletter, the **OD Practitioner**, is edited by **Larry Porter** (P.O. Box 808, L-357, Livermore, CA 94550). The newsletter is distributed free to members; subscriptions are not available. Membership in the ODN is unrestricted and costs \$30/year (Corporate memberships are \$225/yr). The fall meeting is scheduled for November 19-22 in San Diego.

A second and much smaller group is the **Organization Development Institute** (or, the **International Registry of Organization Development Professionals**), until recently known as the Midwest OD Network. Founded in 1968 by **Don Cole**, as the Ohio O.D. Network, the approximately 250 members are located primarily in the midwest states, but include people on both coasts as well as a small number of foreign members. ODI sponsors a variety of professional programs throughout the year, including an annual Spring "What's New in OD" meeting. All of the seminars, programs, workshops, etc., are held in Ohio. **Don Cole**, Director of ODI, sends out a monthly newsletter and assembles the detailed membership directory (the IRODP). The current directory also lists periodicals with OD emphases, local groups or contact persons, other OD associations, academic programs, and OD job search contacts. It is available for \$5 from **ODI, 11234 Walnut Ridge Rd., Chesterland, OH 44026**. There are two primary membership categories, "regular" (no requirements; \$30 annual dues) and "professional consultant" (requires academic training, full-time OD experience, and peer and client recommendations; \$50 annual dues). Full-time students may join for \$20. The monthly newsletters provide very up-to-date info on OD in the U.S. and Canada.

The **OD Division** of the **American Society for Training and Development** (ASTD) is larger in numbers than either of the above organizations but is, in my opinion, less of an OD organization since most of the members are en-

gaged in human relations training, job training, and personnel activities, rather than in OD. This is not to say, however, that there are no OD practitioners in this group; in fact, there are quite a few, simply because the Division is so large. It is an active Division within ASTD and a rich source of contacts for those interested in full-time OD work. Membership is open to those who join ASTD (P.O. Box 5307, Madison, Wisconsin 53705), with annual dues of about \$50.

Finally, for those whose primary affiliation is academic, the **OD Division of the Academy of Management** is a research and teaching oriented group, composed primarily of full-time college and university faculty members. Division members present papers, hold symposia, and sponsor workshops at the annual Academy of Management meetings (this year, August 14-17 in Orlando, Florida). The division has several hundred members and publishes a newsletter three times a year. Members must first join the Academy (no requirements; \$26 annual dues includes subscriptions to two quarterly journals — the **Academy of Management Journal** and the **Academy of Management Review** — the **Academy Newsletter**, and the **OD Newsletter**). Membership info is available from **Roderick A. Fosgren**, Director of Membership, College of Business Administration, University of Maine, Orono, Maine 04473.

There are, of course, many other professional associations of some relevance for those interested in OD. I have not mentioned **O.D. Canada** (**Robert Lescarbeau**, Executive Director; 5055 Gatineau, Montreal, Quebec H3V 1E4). British, European, and Australian OD associations also exist, and there are many local groups throughout the U.S.

Earlier, I noted that I've also tried to advise students about professional training. An extensive list of degree programs in applied behavioral science will be published in the **1978 Annual Handbook for Group Facilitators** (La Jolla, California: University Associates). At the present, the best list I know of is that in the **1977 International Registry**, mentioned above, which includes 17 academic programs in the U.S. and two in England.

Publications

Look for a number of additions to the Addison-Wesley OD series in August and September. Also in September, University Associates will be publishing three books by **Dave Bowers**, **Jerry Franklin**, and their associates, all on the survey feedback OD approach developed by Likert, Bowers, and their group at the University of Michigan's Institute for Social Research.

PROPOSED BY-LAW AMENDMENT

ARTICLE IV — EXECUTIVE COMMITTEE

1. (Unchanged)
2. (Unchanged)
3. (New) During time intervals between Executive Committee meetings, an Emergency Action Subcommittee of the Executive Committee shall be empowered to take action on behalf of the Executive Committee when, in the President's judgment, time does not permit contacting all members of the Executive Committee before an action is needed. This Emergency Action Subcommittee shall consist of the following four members of the Executive Committee: President, Immediate Past President, President-Elect, and Secretary-Treasurer. **Actions of this group require an unanimous vote.** Any actions taken by this Emergency Action Subcommittee will be reported in full by the President at the next scheduled meeting of the full Executive Committee.

(Ed. note: This proposed amendment will be voted on at the annual business meeting of Division 14 in San Francisco. Please take special note that any action by this Emergency Action Subcommittee requires a unanimous vote.)

POSITION OPENINGS

PERSONNEL RESEARCH & DEVELOPMENT CORPORATION (PRADCO) ANNOUNCES TWO POSITION OPENINGS:

CONSULTING PSYCHOLOGIST

We have a position (one in Cleveland, one in New York City) for a Ph.D. who is business oriented and versatile enough to perform effectively in a number of different and challenging professional areas. The right person will have the background and interest to conduct indepth psychological evaluations on management personnel, as well as the ability and desire to become involved in a variety of training conferences conducted for our clients. There will also be opportunity to participate in a wide array of projects ranging from test validation to organization and manager development programs. Salary commensurate with experience. Excellent fringe benefits. Light travel.

Send resume and earnings requirements to *Dr. Terry W. Owen, Vice President, Personnel Research & Development Corporation, 11701 Shaker Boulevard, Cleveland, Ohio 44120.*

UNIVERSITY OF PENNSYLVANIA, SCHOOL OF DENTAL MEDICINE

Seeking applicants for full-time faculty positions for new T.E.A.M. Program. The program emphasizes the application of behavioral sciences, human relations skills, and business management to a group-oriented multiple auxiliary dental practice. **Behavioral Scientist** needed to develop and teach basic management curriculum for dental students and to observe and counsel students during their clinical training. Graduate training psychology, educational psychology, management, or organizational behavior preferred. **Business Management Specialist** also required to coordinate and teach the financial aspects of dental practice and to help manage a network of extramural dental group practices. PhD or MBA in management field preferred. Positions available July 1, 1977. Send curriculum vitae to: *Dr. Jonathan Nash, Director, D.A.U./T.E.A.M. Clinic, University of Pennsylvania, School of Dental Medicine, 4001 Spruce Street, Philadelphia, Pennsylvania, 19104.*

CONSULTING PSYCHOLOGIST: Immediate opening. Ph.D. with 3-5 years of business or consulting firm experience. Diversified workload including assessments, training, organizational planning, personnel procedures, job evaluation, test validation, etc. Salary open depending upon qualifications. Performance bonus. Send resume and salary requirements to: *Theodore Kunin, Ph.D., Psychological Consultants to Industry, Inc., 744 Henry W. Oliver Bldg., Pittsburgh, PA 15222.*

SPECIAL ANNOUNCEMENT

If you attend the APA convention in San Francisco, be sure to register as a Division 14 member as this affects the future amount of program time that will be allotted to Division 14.

STUDENT INVOLVEMENT with WEST TITLES IN ORGANIZATIONAL BEHAVIOR and SEX ROLES

BEYOND SEX ROLES

Alice G. Sargent
Paperback Published 1977

It is a workbook of experiential exercises and a text of important sex-role research! The book contains 58 personal value inquiries... exercises in self-exploration. These include exercises based on HEROES, HEROINES, SENTENCE COMPLETIONS, LIFE PLANNING, CAREER EXERCISES, and ASSERTIVENESS TRAINING.

To add richness and expertise to the exercises, there are 23 essays by noted sex-role experts. The authors' backgrounds include psychologists, sociologists, linguists, and applied behavioral psychologists.

ORGANIZATIONAL BEHAVIOR: CONTINGENCY VIEWS

Don Hellriegel, Texas A&M University
John Stocum, Jr., Penn State University
500 Pages Cloth Published 1976
Instructors Manual Available

An outstanding textbook which blends the contingency approach with a macro-to-micro organization. Over 100 pages of cases. The most modern treatment available.

ORGANIZATION DEVELOPMENT AND CHANGE

Edgar F. Huse, Boston College
488 Pages Cloth Published 1976

The best-selling text in the field of organizational change and development. The first book to synthesize and organize this body of knowledge into a cohesive whole.

ORGANIZATION AND PEOPLE: READINGS, CASES, AND EXERCISES IN ORGANIZATIONAL BEHAVIOR

J. B. Ritchie, University of California, Berkeley
J. Paul Thompson, Brigham Young University
453 Pages Paper Published 1976 Instructors Guide Available

The only combination of experiential exercises, cases, and readings in a single paperback format. This book was carefully developed for student involvement at the undergraduate level. A wide range of schools have adopted.

ORGANIZATION BEHAVIOR IN ACTION

William C. Morris, Northeast Missouri State Univ.
Marshall Sashkin, Wayne State University
292 Pages Paper Published 1976 Instructors Guide Available

An exciting set of student involvement experiential exercises which guarantees student involvement. The Instructors Manual carefully lays out guidelines for implementation.

Gerald C. Spencer
West Publishing Company
50 W. Kellogg Blvd.
P.O. Box 3526
St. Paul, MN 55165

Write for More Information today!
West Publishing Company